

South Carolina Department  
of  
Labor, Licensing and Regulation

Annual Accountability Report  
Fiscal Year 2011-2012

The Honorable Nikki Haley, Governor  
Holly Pisarik, Director

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## **I. EXECUTIVE SUMMARY**

### **INTRODUCTION**

In 1994 the South Carolina Legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR) by combining 40 separate state agencies including the Department of Labor, the State Fire Academy, the Office of the State Fire Marshal and 38 professional and occupational licensing boards. Legislators envisioned an organization that would promote efficiency and build accountability while delivering the highest level of customer service.

In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources.

Governor Nikki Haley appointed Holly Pisarik as LLR Director March 2, 2012 and the S.C. State Senate confirmed her March 29, 2012. Catherine Templeton served as LLR Director under Governor Nikki Haley from January 2011 through March 14, 2012.

The agency's mission, values and strategic goals follow.

### **MISSION, VALUES AND STRATEGIC OBJECTIVES**

#### **Mission**

The mission of the Department of Labor, Licensing and Regulation is to promote and protect the health, safety and economic well-being of the public through regulation, licensing, enforcement, training and education.

Our mission goes hand-in-hand with the Governor's effort to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.

LLR accomplishes its mission by:

- Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.
- Providing cost efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public.
- Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost effective.
- Providing businesses and industry, the fire service, our licensees and the public relevant training and education programs.

### **Values**

**Integrity** – It is our most fundamental value. Acting honestly, objectively and ethically is the right way to do business and provide services. It is how we build long-term trusting relationships.

**Excellence** – We strive for exceptional performance and service, take pride in our work and continually seek to improve.

**Accountability** – As individuals and as a department, we are accountable to the public and to each other for all of our actions.

### **Agency Goals**

- Goal # 1: Improve the effectiveness of agency programs.**
- Goal # 2: Improve the efficiency of agency processes and systems.**
- Goal # 3: Provide the necessary resources to improve the agency's ability to provide efficient and effective services.**

## **OPPORTUNITIES AND BARRIERS**

### **BARRIERS TO OUR MISSION**

- The agency is still required to remit 10% of all Professional and Occupational Licensing Programs (POL) expenditures and all excess funds in the Contractor's Licensing Board to the general fund. In addition to that amount, the agency was also asked to fund the Immigration, Occupational Safety and Health Administration (OSHA) and Urban Search and Rescue (USAR) programs in LLR with POL funds and also fund the SC Conservation Bank in FY12.
- The agency needs recurring funds to support the activities of all our response teams, including USAR and COBRA teams, needed in emergency situations or in cases of disasters, either man-made or natural. In FY2011-12, the legislature directed that \$685,000 from POL funds be spent on USAR and COBRA if available. The COBRA program transitioned to Regional HazMat Teams in 2011.
- Roughly 36.5% of the agency's management staff is retirement eligible in the next five years.
- Agency Head turnover and reductions in force in the last year have led to employee instability and insecurity. Director Pisarik is working to improve stability and morale by having an open door policy, communicating goals and expectations, and recognizing employees for achievements and exceptional customer service.

## **MAJOR ACHIEVEMENTS**

### Reorganization of Professional and Occupational Licensing

The Office of Board Services was divided into two areas: the Office of Business Services and the Office of Health & Medical Related Professions. An Assistant Deputy Director was appointed for each area.

The Office of Investigations and Enforcement (OIE) was restructured to improve effectiveness. A level of management was eliminated, an additional chief investigator was hired and caseloads were redistributed to ensure equity in caseloads. Two complaint analysts were hired to handle intake, initial review and assignment of cases.

A pilot program was put in place with the Medical Board where an attorney in the Office of General Counsel and an investigator are assigned to work cases together. If this works as expected, it will reduce the amount of time an investigation takes. If successful, the program will be implemented across the board.

Case completion timelines were implemented to provide a guideline of the acceptable time a case should take to complete. Obviously, not all cases will fit the timeline, but most should, reducing the current time to completion for cases.

The inspection team was moved to OIE to increase accountability. OIE and the Office of Board Services is continuing to train staff to offer more specialization and experience to the boards.

### OSHA

In fiscal year FY12, SC OSHA Voluntary Programs (OVP) uncovered 4,767 hazards which were corrected. South Carolina businesses saved \$1.5 million in fines as a result of voluntary consultations. South Carolina currently has forty-one Palmetto Star sites, despite having the strictest OSHA requirements in the nation. This program, which is voluntary, provides recognition to qualified employers who exceed the requirements of the Occupational Safety and Health Act of 1970 in providing their workers a safe and healthy worksite. Additionally, in 2006 the OVP office established the SHARP (Safety and Health Achievement Recognition Program) program and currently seven companies have earned this recognition.

The Survey of Occupational Injuries and Illnesses is a federal/state program in which employer reports are collected and processed by the agency from about 3,200 South Carolina establishments. This annual survey provides estimates of the number and frequency (incidence rates) of workplace injuries and illnesses based on logs kept by employers during the year. These records reflect not only the year's injury and illness experience, but also the employer's understanding of which cases are work related under recordkeeping rules promulgated by the Occupational Safety and Health Administration, (OSHA), US Department of Labor. The number of injuries and illnesses reported in any year can be influenced by the level of economic activity, working conditions, work practices, worker experience and training and the number of hours worked. This year's survey showed that South Carolina's Injury and Illness Incidence

Rate for Private Sector in 2010 was 3.2 workers per 100. The National Private Sector Injury and Illness Incidence Rate was 3.5 in 2010.

Within the public sector, SC's injury/illness rate was 5.2 in 2010. In FY12 twenty-five fatalities were covered by SC OSHA and the main cause of death was struck-by, meaning the employee was either struck by an object (piece of equipment shifted or fell) or moving vehicle (hit by forklift or truck), followed by electrocutions and falls from elevations.

#### RELAES

LLR's consolidated licensing and enforcement system, *Regulatory, Licensing and Enforcement System* (ReLAES) provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, on-line renewals are available to 100% of the agency's professional and occupational licensees where licensing requirements permit on-line renewal.

The number of licensees utilizing the on-line renewal process has increased steadily over the past five years. LLR exceeded its goal of increasing the use of online renewals by 10%. Our actual increase from FY05 to FY12 was over 400%.

<u>Fiscal Year</u>	<u>Renewals Online</u>	<u>Revenue Collected Online</u>
2005	29,796	\$4,044,589
2007	79,433	\$8,099,305
2008	125,388	\$11,070,183
2009	109,300	\$10,777,914
2010	133,088	\$12,597,494
2011	108,202	\$12,322,476
2012	151,367	\$12,221,792

#### Office of Immigrant Worker Compliance

Following a U.S Supreme Court decision in May, 2011 (*Whiting v US Chamber of Commerce*) that brought into question the constitutionality of the 2008 South Carolina immigration law, the Department of LLR suspended enforcement of the Illegal Aliens and Private Employers Act effective May 31, 2011.

In June 2011, the state legislature amended the 2008 law to conform with the U.S. Supreme Court decision.

Effective January 1, 2012, every private employer of one or more workers must verify new employees through the U.S. Department of Homeland Security's E-Verify work authorization program within three business days of hiring. A private employer may not knowingly or intentionally employ an unauthorized alien. Failure of an employer to comply with the law results in either probation for the employer, suspension of the employer's business licenses, or revocation of the employer's business licenses.

For a first occurrence by a private employer, prior to July 1, 2012, of failure to verify a new hire through the E-Verify federal work authorization program, the penalty is waived where the employer swears or affirms in writing to the South Carolina Department of Labor, Licensing and Regulation that the employer has complied with the provisions of the federal law covering

employment of unauthorized aliens (8 U.S.C. Section 1324a) from January 1, 2012 until notification by the Department of LLR of a violation, and comply with the state law on verification of new hires within three business days.

For a first occurrence by a private employer, after July 1, 2012, of failure to verify a new hire through E-Verify, the Department of LLR must place the employer on probation for a period of one year during which time the private employer must submit quarterly reports to the agency demonstrating compliance with the law. A subsequent violation within three years of the law's verification requirements must result in the suspension of the private employer's licenses for at least 10 days, but not more than 30 days.

***Fiscal year 2012 Data***

Budget	\$250,000
Inspectors	2
Audits conducted	2,246
Employers with no new hires since 01/01/12	848
Employers who E-Verified new hires	1,224
Employers who did not E-Verify new hires	171
No jurisdiction (public sector employers)	3
Percentage of employers in compliance	92%

**Elevator and Amusement Ride Inspection Restructuring**

LLR began an immediate audit of its Office Elevators and Amusement Rides after the March 19, 2011, Cleveland Park train accident in Spartanburg that resulted in the death of one child, Benjie Easler, and serious injury to others.

To create more accountability and improve safety, LLR has also made changes in the way elevators and amusement rides are inspected in this state. Inspections are no longer conducted by LLR inspectors. They are done by special certified inspectors, who are licensed by LLR, but do not work directly for the state. LLR now has a team of auditors traveling the state to randomly review the work done by the special certified inspectors. This measure of accountability will discourage complacency and errors by inspectors, and thereby improve the overall safety of elevators and amusement rides.

**State Fire Marshal Office**

State Fire Marshal Adolf Zubia, along with Fire Academy Superintendent Shane Ray, initiated a strategic plan resulting in an evaluation of the organizational structure and related programs. The strategic plan establishes a new vision, refines the mission and captures the values for the agency and the Division of Fire & Life Safety. This effort was intended to create a culture of consistent service with progressive thinking and enthusiastic employees. A recent reorganization will result in a more efficient Division through the improved use of resources.

In FY12, the OSFM deputies increased their expertise and quality of service by participating in a myriad of professional development training opportunities involving fire inspections, plan reviews, building construction, personnel management, customer services, fire investigations and computer skills.

Closure was brought to the November 2010 Legislative Audit Council report. This report included 14 recommendations that the State Fire Marshal has addressed.

#### South Carolina Fire Academy

SCFA improved the delivery of programs by being more responsive to the needs of fire service and industrial clients. Policies were changed to ensure better utilization of instructors and to allow more funding directly to training, especially for the volunteer fire service.

The Fire Academy, in partnership with S.C State OSHA, works to ensure fire departments are receiving training commensurate with their duties. New certification programs are being developed to better serve local fire departments. Better certification and tracking of students has been implemented to ensure better compliance with state laws and national standards. This concept will not only certify more firefighters, but also reduce liability on local leaders responsible for the fire department.

#### Other Cost Savings Measures

- Reduced postage by \$14,167 by using emails as much as possible.
- Reduced printing by \$172,008 by emailing newsletters and putting forms on the agency web site.

### **USE OF REPORTS**

The Accountability Report is used to report the accomplishments of the agency to external entities such as the Governor, Ways & Means Committee and the general public. It is also used to monitor our agency's progress in accomplishing our strategic plan goals and improving our organizational performance.



## II. Organizational Profile

- **Main Products and Services and the primary methods by which these are delivered.**

Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency. Since that time several new boards and advisory committees have been added including Massage Bodywork, Boiler Registration and Dieticians. In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources, bringing the total number of boards to 40.

The legislation empowered the Governor to appoint a director of the agency with the advice and consent of the Senate.

LLR is organized into five divisions: Fire and Life Safety; Labor; Professional and Occupational Licensing (POL); Legal Services; and Administration.

Major products and services of our agency include:

- Administering laws that pertain to employer/employee relationships such as occupational safety and health, payment of wages, child labor and migrant labor.
  - Inspection and permitting of elevator and amusement rides in South Carolina.
  - Providing courtesy inspections, technical assistance and training to aid the business community in voluntary compliance with all areas of the Occupational Safety and Health Act.
  - Licensing and disciplining of numerous occupations and professionals such as accountants, doctors, nurses, massage therapists, barbers, residential builders, etc.
  - Training the state's fire service personnel – paid, volunteer and industrial and other emergency service employees.
  - Ensuring compliance with national and state-adopted fire safety codes and standards.
- **Key Customer Segments and their key requirement and expectations.**
  - **Key Stakeholders**
  - **Key Suppliers and Partners**

Our customers include the 2,000,000 employees of the State, the 100,000 employers, 398,248 licensed professionals, 17,000 firefighters, 514 fire departments, 300 board members of the Professional and Occupational Licensing Division and everyone who is regulated by our statutes. LLR's stakeholders include the citizens of South Carolina and visitors to our State who use the services of those we license and/or regulate. Other stakeholders are the Governor, the State Legislature and State agencies.

- **Operating Locations**
- **Number of employees**

The Fire and Life Safety Division is located in Columbia on Monticello Trail at the State Fire Academy. All other divisions are located at 110 Centerview Drive in the Kingstree Building, also in Columbia.

LLR has 416.91 FTEs, of which three are unclassified. The agency also utilizes the services of approximately 310 temporary employees, most of whom are adjunct instructors at the State Fire Academy.

- **Regulatory Environment**

LLR is a cabinet agency that is directly accountable to the Governor. The legislature provides oversight and the agency must comply with the statutes, rules and regulations that govern our operation. In addition, the agency is audited annually by an independent auditor as well as monitored by federal agencies that fund programs in the Labor and Fire and Life Safety divisions. Boards within POL are also audited by federal entities. The agency responds to requests for information, delivers testimony and prepares reports in response to the legislature and Governor.

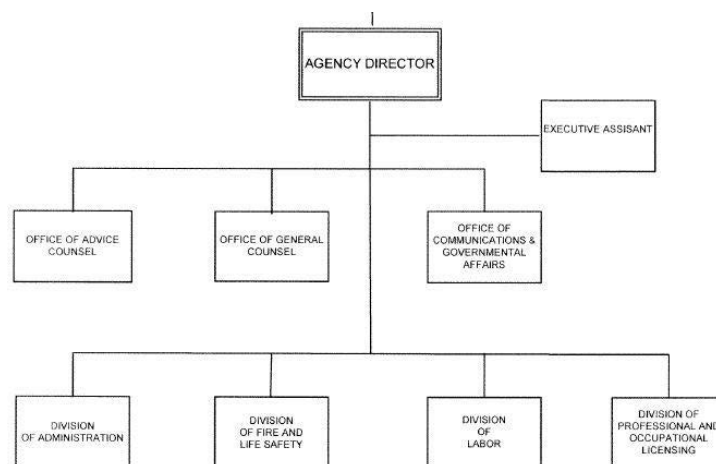
- **Key Strategic Challenges**

Our key strategic challenges include planning for the possible retirement of over 36% of our management staff in the next five years, finding recurring funding for our response teams and working to pass legislation that our stakeholders are sometimes at odds with because of our regulatory nature.

- **Performance Improvement Systems**

The Director and senior staff develop the strategic plan and set the vision for the agency. Senior staff is involved in the day-to-day operations of the agency and are able to monitor progress and identify problems quickly. Senior staff meets monthly to discuss issues, monitor progress and implement improvements where needed.

- **Organization Structure**



- **Expenditure Appropriations Chart**

Our budget is currently \$35,726,368 of which \$1,629,078 is state funds.

**SC Department of Labor, Licensing and Regulation  
Base Budget Expenditures and Appropriations**

<b>Major Budget Categories</b>	10-11 Actual Expenditures		11-12 Actual Expenditures		12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$20,232,334	\$1,006,644	\$17,829,421	\$810,156	\$18,838,706	\$831,998
Other Operating	\$10,327,431	\$171,676	\$12,090,463	\$505,644	\$15,163,166	\$231,562
Special Items	\$310,306	\$	\$200,000	\$	\$200,000	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services		\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$6,017,397	\$185,340	\$5,606,484	\$313,278	\$5,550,000	\$182,543
Non-recurring	\$	\$	\$	\$	\$	\$
<b>Total</b>	<b>\$36,577,162</b>	<b>\$1,363,680</b>	<b>\$35,726,368</b>	<b>\$1,629,078</b>	<b>\$39,701,872</b>	<b>\$1,246,103</b>

**Other Expenditures**

Sources of Funds	09-10 Actual Expenditures	10-11 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

- Major Program Areas Chart

Strategic Planning			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 09-10 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II.B. OSHA	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.G.  Reduce OSHA citation lapse time by 15% to ensure workplace hazards are abated promptly.	Chart 1.1
II.A. OVP	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.A  Improve by 10% the customer satisfaction rating of the agency.	Chart 1.2
II.C. Fire Academy	Goal 1. Improve the effectiveness of agency programs	Short Term Strategy 1.D  Increase by 5% the number of students registering for IFSAC Certification Training.	Chart 1.3, 1.4
II.D. Office of the State Fire Marshal	Goal 1. Improve the effectiveness of agency programs.	Short Term Strategy 1.G  Revamp Fire Safety Education Programs using Fire Incident Reporting information to improve the effectiveness of programs.	Chart 2.1, 2.2
II.E. Prof. & Occ. Licensing	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.M  Increase the number of licensees using on-line renewal by 10%	Chart 2.3, 2.4

SC Department of Labor, Licensing and Regulation FY2011-2012 Annual Accountability Report

Major Program Areas							
Program	Major Program Area	FY10-11			FY11-12		
Number	Purpose	Budget Expenditures					
and Title	(Brief)						Key Cross
							References for Financial Results*
01000000 Admin	Provides support services to agency programs in Human Resource Management, Legal Services, Information Technology, Public Information, Finance, Procurement, Immigration and Customer Care Center	State:	4,866		State:		6.1
		Federal:			Federal:		
		Other:	5,291,664		Other:	5,753,097	
		Total:	5,296,530		Total:	5,753,097	
		% of Total Budget:		15%			16%
10050000 OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	State:	214,403		State:	248,916	6.2
		Federal:	674,600		Federal:	968,697	6.3
		Other:	20,976		Other:	1,217,613	6.4
		Total:	909,979		Total:		
		% of Total Budget:		2.5%			3%
10100000 Occ. Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	State:	959,251		State:	1,008,490	6.2
		Federal:	1,176,174		Federal:	1,675,583	6.3
		Other:	81,501		Other:	415,788	6.4
		Total:	2,216,926		Total:	3,099,861	
		% of Total Budget:		6%			9%
10250000 Elevators & Am. Rides	Inspects and permits elevators & amusements rides	State:			State:		6.2
		Federal:			Federal:		6.3
		Other:	779,571		Other:	559,133	6.4
		Total:	776,571		Total:	559,133	
		% of Total Budget:		2%			2%
10150000 Fire Academy	Trains firemen, paid and volunteer, private and public sector	State:			State:	400,582	6.2
		Federal:	21,800		Federal:	113,557	6.3
		Other:	6,639,962		Other:	7,616,501	6.4
		Total:	6,661,672		Total:	8,130,640	
		% of Total Budget:		18%	% of Total Budget:		23%

10200000 Office of the State Fire Marshal	Ensures fire and life safety protection for SC citizens through enforcement and inspection.	<b>State:</b>			<b>State:</b>		4,879	6.2
		<b>Federal:</b>	220,184		<b>Federal:</b>		379,546	6.3
		<b>Other:</b>	2,375,421		<b>Other:</b>		3,275,025	6.4
		<b>Total:</b>	2,595,605		<b>Total:</b>		3,659,450	
		<b>% of Total Budget:</b>		7%	<b>% of Total Budget:</b>		10%	
10300100 Prof. & Occ. Licensing	Licenses and regulates qualified applicants in professions and occupations.	<b>State:</b>			<b>State:</b>			6.2
		<b>Federal:</b>			<b>Federal:</b>			6.3
		<b>Other:</b>	12,205,104		<b>Other:</b>		12,936,629	6.4
		<b>Total:</b>	12,205,104		<b>Total:</b>		12,936,629	
		<b>% of Total Budget:</b>		33.5%	<b>% of Total Budget:</b>		36%	
<b>Below: List any programs not included above and show the remainder of expenditures by source of funds.</b>								
Building Codes; Labor Services; Employer Contributions								
	<b>Remainder of Expenditures:</b>	<b>State:</b>	185,160		<b>State:</b>			6.2
		<b>Federal:</b>	262,897		<b>Federal:</b>			6.3
		<b>Other:</b>	5,463,628		<b>Other:</b>	369,945		6.4
		<b>Total:</b>	5,911,685		<b>Total:</b>	<b>369,945</b>		
		<b>% of Total Budget:</b>		16%	<b>% of Total Budget:</b>		1%	
* Key Cross-References are a link to the Category 7 - Business Results.								
These References provide a Chart number that is included in the 7th section of this document.								

### III. ELEMENTS OF MALCOLM BALDRIGE AWARD CRITERIA

#### CATEGORY 1 - LEADERSHIP

- **How do senior leaders set, deploy and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organization values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?**

Senior staff in the agency communicates short and long term direction through the agency's strategic plan. The Agency Director continually communicates her vision to the agency and ensures progress by establishing objectives and action plans that involve nearly all of the employees of the agency. The strategic plan is tied to every employee's performance evaluation so that there is a clear understanding of expectations.

The organizational values of the agency represent its guiding principles. The intent of the senior staff is to demonstrate the values in all communications and interactions with customers and employees.

- **How do senior leaders establish and promote a focus on customers and other stakeholders?**

The senior staff promotes a focus on customers by establishing customer satisfaction as the one of our key performance measures. The agency's internal newsletter highlights superior service providers. The characteristics they display exemplify the agency's commitment to providing excellent customer service. Each division monitors customer satisfaction. Customer surveys are included on each program's web page. Surveys are also attached to online renewals and requested from every walk-in customer in the POL Division. The Division of Administration conducts formal and informal surveys each year of its internal customers. The Division of Fire and Life Safety conducts on-going course and facility evaluations of the State Fire Academy along with surveys of Fire Marshal inspection clients. The Division of Labor surveys those who receive the services of OSHA Voluntary Programs.

- **How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?**

Senior staff addresses current and potential issues affecting the agency by involving themselves in the day-to-day operations of the agency. They review reports, meet with staff and communicate with customers and stakeholders.

- **How do senior leaders maintain fiscal, legal and regulatory accountability?**

The agency's services are mandated by state and federal statutes and rules and regulations. Many of the agency's services require the delivery of a service or product within a specific time frame. The agency's processes are reviewed both internally and by external parties to ensure accountability.

- **What key performance measures are regularly reviewed by your senior leaders?**

The agency's senior staff monitors performance measures on a regular basis, usually quarterly. Some of the key measures focused on include:

- Processing times for invoices, travel, personnel actions
- Customer Satisfaction Levels
- Processing times for permitting, licensing and investigations functions
- Injury and illness rates for South Carolina's top five most hazardous SIC codes
- Fire deaths and their root causes
- Effectiveness of fire safety education and prevention programs
- Turn-around time on investigations and inspections
- Hazards corrected
- % of applications that do not meet criteria for licensure
- Complaints against licensees
- Lapse time between complaint and investigation

Senior staff monitors the impact of our services, enforcement techniques and educational programs. The information is also used as a guide to developing or revising programs or processes that will effectively accomplish our mission. For example, in the OSHA program, the injury and illness rates are monitored quarterly by specific North American Industry

Classification System (NAICS) codes and the industries in South Carolina with the highest rates of injury and illness are the focus of consultation services and enforcement inspections in an effort to lower the occurrence rate for that NAICS code.

- **How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect commitment to the organizational values?**

Senior staff uses performance review findings and employee feedback to improve both the senior staff's and agency's effectiveness. Management receives feedback from employees during scheduled meetings with their staff. The Director has an open door policy. Director Pisarik and her senior staff meet regularly with agency boards and their members and associations and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees. The feedback received allows us to evaluate our progress and react accordingly

- **How do senior leaders promote and personally participate in succession planning and the development of future organization leaders?**

Senior staff continues to analyze the workforce focusing on those employees retirement eligible within the next five years and those employees currently in the Teachers and Employee Retention Incentive (TERI) program. The Human Resources Office updates the agency's coded organizational chart and this document is distributed to management quarterly to assist in human resources forecasting and in assessing staffing needs prior to posting vacancies. Senior staff continues to work with innovative ways to transfer knowledge from those employees who are retirement eligible to those who will remain working for the agency.

- **How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives and innovation?**

Employees are encouraged to participate in local associations related to their profession. Membership in national associations such as the Council on Licensure, Enforcement and Regulation (CLEAR), National Association of Governmental Labor Officials (NAGLO), Occupational Safety and Health State Plan Association (OSHSPA) and National Association of Nursing Board Administrators as well as governmental associations like the SC Government Finance Officers Association (GFOA) and International Personnel Management Association (IPMA) is also encouraged. Several of our employees serve or have served as officers in these organizations.

- **How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.**

Senior managers support and encourage employees to get involved with the local community. Agency employees participate in a volunteer employee committee called HOPE (Helping Other



People Everywhere). At least once a week throughout the school year, LLR employees read to the children at EE Taylor Elementary. The HOPE Committee also purchased school supplies for the students, purchased cabinets for teachers, and sponsored a field trip to the Marionette Theater as well as providing treats for holiday parties and an Angel Tree at Christmas. The HOPE Committee also provides assistance to agency employees and their family members when requested. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer, Harvest Hope Food Bank and American Cancer Society's Relay for Life.

## **CATEGORY 2 - STRATEGIC PLANNING**

- **What is your Strategic Planning process, including Key participants, Key process steps and how does it address:**
  - a. **Your organization's strengths, weaknesses, opportunities and threats;**
  - b. **Financial, regulatory, societal and other potential risks;**
  - c. **Shifts in technology or the regulatory environment;**
  - d. **Human resource capabilities and needs;**
  - e. **The opportunities and barriers described in the Executive Summary;**
  - f. **Business continuity in emergencies**
  - g. **Your ability to execute the strategic plan.**

The Director and senior staff meet annually to review the strategic plan, update it to reflect accomplishments and revise it to meet the direction she and the senior staff have set for the agency. The strategic plan is communicated to all employees through staff meetings and the agency newsletter.

- **How do you develop and tract action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of these plans?**
- **How do you communicate and deploy your strategic objectives, action plans and related performance measures?**
- **How do you measure progress on your action plans?**

Senior staff prioritizes action plans and establishes deadlines. Senior staff assigns short term strategies to staff. The goals, short term strategies and deadlines are communicated to employees through staff meetings, performance evaluations and agency intranet articles. Budgeting decisions are guided by the priorities of the strategic plan and are allocated appropriately.

- **How do your strategic objectives address the strategic challenges you identified in your Organization Profile?**
- **How do you evaluate and improve you strategic planning process?**

See answer to Questions 2, 3 and 4 above.

- **If your agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.**

The agency's strategic plan is not on the website.

### **CATEGORY 3 - CUSTOMER FOCUS**

- **How do you determine who your customers are and what their key requirements are?**

The Department of Labor, Licensing and Regulation continues to emphasize the importance of customer satisfaction to all of our employees. Maximizing customer service is a key strategy in our agency's strategic plan.

During the strategic planning process our customers were identified as the following:

- 2,000,000 Employees in South Carolina
- 100,000 Employers in South Carolina
- 398,248 Licensed Professionals
- 17,000 Firefighters
- 300 Board Members of the Professional and Occupational Licensing Division
- 514 Fire Departments

Senior staff, using tools learned through Malcolm Baldrige training, identified our customers and their key requirements. Below is an example. This list was developed for the Professional and Occupational Licensing Division.

#### **Major Customers**

#### **Key Requirements**

Applicants

Information on licensing requirements; organized, accurate, simple and timely licensing process

Licensees

Organized, accurate, simple and timely renewal process; fair and timely complaint handling; reasonable/valid continuing education requirements; timely communications

Services Consumers

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

General Public

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensing and licensee information; timely communications; prudent use of licensure-generated revenue, cost efficiency and effectiveness

Board Members

Necessary administrative support and oversight; fair and equitable treatment in distribution of available resources

Other state licensing entities

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

Students

Information on licensing requirements

Industry

Provide fire and emergency services to industrial plants in emergencies

- **How do you keep your listening and learning methods current with changing customer/business needs and expectations?**

A considerable amount of time is spent meeting with our customers to determine their level of satisfaction, ideas for improvement and expectations of our services. Senior staff meets regularly with agency boards, associations, trade groups and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees.

- **How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?**

An agency customer satisfaction on-line survey tool was developed and is linked to every program's webpage. Once the survey is completed a copy is sent to the Director's Office, the Deputy Director, Assistant Deputy Director and/or Manager of the program and the Administrator, Strategic Planning. This tool has been extremely useful in gathering information on problem areas regarding our renewal system, our webpage and also with our staff who answer phones and emails. The survey tool has not been a good tool for gauging the overall satisfaction with our agency because for the most part it is filled out by customers who are having problems renewing on line, who have been unable to get information from our staff or on-line or who are dissatisfied with the way they have been treated. The survey tool has been great in isolating problems with our ReLAES system or our WebPages. It has also shown us that we needed to reemphasize our agency's policy of returning calls and emails within a 24-hour period and to stress our agency's value of "treating others with respect."

- **How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?**

The agency is still looking for that tool or group of tools that will give us an overall customer satisfaction rating. We still collect data by program and division but it is not the same information and therefore can't be used to rate the agency as a whole. One example of customer satisfaction rating is in our OSHA Voluntary Programs, where in 2011 an overall satisfaction rating of 100% was received.

- **How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between customer groups.**

Senior management builds positive relationships with its customers and stakeholders in many ways. Administrators meet with associations and trade groups at conferences and seminars. Feedback is received from the numerous advisory groups and partnerships established by the agency to educate the public on the agency's mission, changes in statute or procedures or to focus attention on public health or protection issues.

#### **CATEGORY 4 - MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**

- **How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?**

Many of the key measures were selected to show our effectiveness in improving the safety and well-being of South Carolina citizens and visitors. These performance measures were chosen because they correlate with our agency's mission and goals and also with our customers' needs. The agency's three strategic objectives of maximizing customer satisfaction, employee satisfaction and the efficient use of resources when identifying key measures were also considered.

- **How do you use data/information analysis to provide effective support for decision making throughout your organization?**

Senior staff receives numerous reports and other information generated either internally or externally on a daily, weekly and monthly basis. This information is used to keep senior staff and managers up to date on issues that might impact the agency and our mission. Senior staff meets monthly to discuss progress made toward completion of our strategic goals, barriers that have arisen and solutions implemented.

- **What are your key measures, how do you review them and how do you keep them current with organizational needs and direction?**

**Our key business drivers include:**

- Percentage of businesses in voluntary compliance with OSHA
- \$\$\$ saved in OSHA penalties by businesses using OSHA Voluntary Program Services
- South Carolina injury and illness rate
- Customer satisfaction levels
- Processing times for permitting, licensing and investigations functions
- Fire deaths in adults
- Fire deaths in children
- Firefighter deaths
- Students receiving Freddie-in-Schools fire prevention curriculum
- Elevator and amusement ride fatalities
- Number of POL licenses verified by Internet
- Number of POL license applications processed
- % of POL licenses renewed online
- Employee turnover rate
- EPMSs completed on time
- Website Hits
- Fire Academy students
- Fire Code violations corrected
- People reached through Dalmatian Station at Edventure Children's Museum

One of the objectives of our strategic plan is to make sure we are measuring the right things. Do the measures we use correlate to our agency's mission and the needs and desires of our customers? Emphasis has been placed on developing performance measures that accurately measure the effectiveness of our programs, the satisfaction of our customers and the progress we have made in achieving our three strategic objectives.

- **How do you select and use key comparative data and information to support operational and strategic decision making and innovation?**

Data and information used is based on our mission, statute, regulations, rules, customer input, and availability of data. Emphasis is placed on using available resources as responsibly as possible.

To ensure that key requirements are met, data is collected on day-to-day operations agency-wide. There is also direct feedback received via contact with customers and stakeholders. This information is used to change or recommend changes to services or the method(s) in which services are provided.

- **How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?**

Internal processes are well-documented. POL licensing processes have been flowcharted. Every position in the agency has a desk manual. Financial reports are reconciled to the Comptroller General's reports before distribution to management by the 10<sup>th</sup> of the month.

- **How do you translate organizational performance review findings into priorities for continuous improvement?**

Organizational performance reviews, done externally or internally, are discussed by senior management at their monthly meetings. Deficiencies or opportunities for improvement are evaluated and improved procedures are developed with input from employees and customers. Improved procedures are then communicated to staff through staff meetings or training.

- **How do you collect, transfer and maintain organizational and employee knowledge? How do you identify and share best practices?**

Internal processes are well-documented. All licensing processes have been flowcharted. Every position in the agency has a desk manual.

## **CATEGORY 5 – WORKFORCE FOCUS**

- **How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with organizational objectives, strategies and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?**

LLR considers our employees our most valuable asset. During the past year our managers have focused on LLR's human resources and the satisfaction of our employees extensively. The human resources system must address needs including effective recruitment; equitable compensation; results-oriented performance management; retention and developmental efforts; and workforce planning. All of these needs are covered by action plans in our strategic planning process.

The agency continues to update its workforce plan to support the agency's strategic plan, to include diversity, succession, retention, and other critical workforce planning needs of the agency. We realize this is a comprehensive, ongoing process that should provide managers with a framework for making informed staffing decisions based on the agency's mission and strategic plan.

The Human Resources Office continues to analyze the workforce focusing on those employees retirement eligible within the next five years and those employees currently in the Teachers and Employee Retention Incentive (TERI) program. The Human Resources Office updates the agency's color-coded organizational chart and this document is distributed to management annually to assist in human resources forecasting and in assessing staffing needs prior to posting vacancies. The agency is in the process of its first wave of retirees from the Executive Management Team. We will continue to work with innovative ways to capture knowledge from targeted critical-need positions to ensure a smooth transition for the remaining workforce.

The agency continues its coordinated approach to workforce planning. Listed below are some of the agency's workforce planning activities:

- The agency offers employees a choice of four different flexible work schedules.
  - The agency uses the exit interview process that provides data for recruitment and retention issues. During the exit process, the employee meets with the Office of Human Resources. A process is established to utilize the information collected from the outgoing employee.
- **How do you evaluate and improve your organization's human resource related processes?**

LLR continually reviews its human resources processes for improvement. All employees departing the agency meet with the agency head and human resource staff separately during an exit interview and are asked for input. When deficiencies or opportunities for improvement are identified, improved processes are quickly put into place.

- **How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training,**

**management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training and how do you encourage on the job use of the new knowledge and skills?**

**• How does employee training contribute to the achievement of your action plans?**

The agency continues its blended style of training using classroom, eLearning and outside training resources and supports a learning environment from the time employees begin working for LLR throughout their career.

- Eleven professional development workshops were conducted for agency employees on topics such as time management, dealing with difficult people and ethics. Training was also provided on SCEIS topics and for the Kingstree Building Fire Wardens.
- Customer Service Workshops were held for all employees of the Division of Professional & Occupational Licensing.
- Two workshops on supervisory topics were offered for supervisors.
- SCEIS related webinars were offered throughout the year.
- Nine New Hire Orientations were conducted
- The training coordinator worked with different areas of the organization to offer customized solutions to meet the areas training needs. As a result, workshops in Cultural Awareness, Drug Diversion, computer skills and team building were facilitated.

The agency's Intranet offers the following eLearning opportunities for employees: Professional Communication; Introduction to RELEAS, MYSCEmployee, Drug-free Workplace for Non-supervisory and Supervisory Staff, How to Write Effective Board Meeting Minutes, Anti-harassment/Anti-diversity Training, How to Write a Position Description, Position Description Resource Manual, Supervisory Survival Challenge (OHR), EPMS Online Training and Performance Competency Directory (OHR).

The agency continues to use the State Office of Human Resources, the Certified Public Managers (CPM), Associate Public Managers (APM) programs, Public Professional Development (PPD), local technical schools and other agencies as resources for employee training.

**• How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?**

One of the most important methods of encouraging and motivating employees is through the Employee Performance Management System (EPMS). The agency reported 96% participation in the EPMS process for the September 16, 2011 Universal Review Date period. The agency continues to audit EPMS evaluations as they are submitted to the Human Resources office for linkage of employee performance to the strategic plan.

During the EPMS on-going communication stage, supervisors were encouraged to meet informally with employees each quarter or at least a minimum of once during the EPMS appraisal period to discuss their positive performance, listen to any concerns and provide

constructive feedback. For supervisors' convenience, an electronic form is available to document the informal coaching sessions.

- **How do you motivate your employees to develop and utilize their full potential?**

LLR recognizes that employee contributions and accomplishments are an important part of creating the quality culture desired at LLR. When employees know that their efforts are appreciated, their self-esteem and job satisfaction increases; and an improved attitude increases job productivity. Employees demonstrating customer service excellence are recognized in the Agency employee e-newsletter, LLR Today, and on the agency intranet.

During "Public Service Recognition Week," LLR's senior staff hosts an agency-wide picnic to recognize LLR employees and the outstanding job they do. This year the picnic was held at the Kingstree Building.

- **What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?**

LLR measures employee well being, satisfaction and motivation through a number of ways. The agency monitors its turnover rate, utilizes confidential email suggestions, and conducts monthly staff meetings and exit interviews with departing employees to help monitor employee satisfaction, well being and motivation.

- **How do you maintain a safe, secure and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)**

LLR continues to offer programs that improve the well-being of our employees. These include:

- Flex Time
- Yoga Classes
- Pre-Retirement Seminars
- On-site blood screenings through Lexington Medical Center and on-site mammograms through Palmetto Health.

Senior staff is responsible for meeting all safety requirements. Workplace safety information is posted on agency bulletin boards. Fire extinguisher training has been provided to 31 employees. Fire wardens have been established and trained in case of fire or other emergencies to ensure all employees safely get out of the building.

Agency staff, through the Fire and Life Safety, POL and Labor Divisions, participate in numerous ESF established by the Emergency Preparedness Division. We coordinate Firefighter Mobilization involving USAR and COBRA teams for events involving disasters, both man-made and natural. Our agency also has workplace preparedness plans for the handling of agency business in an emergency or disaster, including the installation of a redundant computer site at



the State Fire Academy that would handle all agency on-line transactions if the main site was lost.

## **CATEGORY 6 - PROCESS MANAGEMENT**

- **How do you determine, and what are your key processes that produce, create or add value for your customers and organization? How do you ensure that these processes are used?**

Most of the agency's key processes are mandated by statute. The key processes include the regulation of worksites and businesses, licensing of professions and occupations and training.

- **How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?**

LLR remains committed to improving our processes. The strategic plan charges each division with systematically conducting periodic process reviews in units across the agency to identify "model processes" and processes that need improvement. This provides divisions with factual information and comparison statistics for use in managing continuous improvement.

- **How does your day-to-day operation of these processes ensure meeting key performance requirements?**

Senior staff communicates key performance requirements to staff through their planning stages and performance reviews. Senior staff also reviews the effectiveness, timeliness and quality of agency products. Any issues in performance are quickly corrected.

- **How do you systematically evaluate and improve your key product and service related processes?**

To reach our goal of efficient use of resources and to improve the delivery of our services, a unified agency Information Technology (IT) strategy and platform has been implemented. This plan supports the business needs of our employees and managers in all divisions, as well as enhancing the level of service received by our customers.

The most significant component of this strategy is the consolidated licensing system, *Regulatory, Licensing and Enforcement System* (ReLAES), which provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, 100% of all POL licensees are on the ReLAES system and have the ability to renew their licenses on-line.

Numerous work forms have been converted to word processing templates. Along with the work forms, agency newsletters, brochures, codes of laws, etc. have also been added to the website. By allowing our customers to view, download and print these documents on an as-needed basis we save staff, printing and postage costs. It has also allowed the documents to be submitted electronically. Agency-wide, the cost for printing has decreased by 53% from FY03 expenditures. Postage has decreased by 40%. The agency also saves \$2500 annually by using letterhead templates instead of ordering from Prison Industries.

Another initiative, Licensee Lookup, continues to save the agency thousands of dollars in staff and associated printing and postage costs. It allows licensee verifications to be done electronically without the intervention of LLR staff. While saving thousands of dollars in personnel and operating costs, it has also brought an essential public service directly to the desktops of customers and constituents. 4,132,502 online licensee verifications were performed online in FY12.

A link has been established on our Intranet site where employees could make suggestions on ways to save money agency-wide. All suggestions are analyzed and implemented where appropriate. The agency's funding sources are complicated and for the most part funds cannot legally be moved from one program area of the agency to another. While the cost-savings suggested for POL and Fire and Life Safety may not directly be used to offset general fund budget reductions, these savings are still extremely important to LLR as guardians of the citizen's tax dollars.

- **What are your key support processes, and how do you improve and update these processes to achieve better performance?**

The agency continually evaluates processes and identifies inefficiencies and areas for improvement. Improvements implemented are outlined in the Achievements section of this report.

Senior Staff continually looks at agency processes to ensure they are efficient and effectively serving the needs of the agency's customers. Currently, the agency web pages are being evaluated and updated to ensure accuracy and user friendly navigation. RELAES, LLR's consolidated licensing and enforcement system, *Regulatory, Licensing and Enforcement System*, is constantly updated and upgraded to better serve the agency.

- **How does your organization determine the resources needed to meet current and projected budget and financial obligations?**

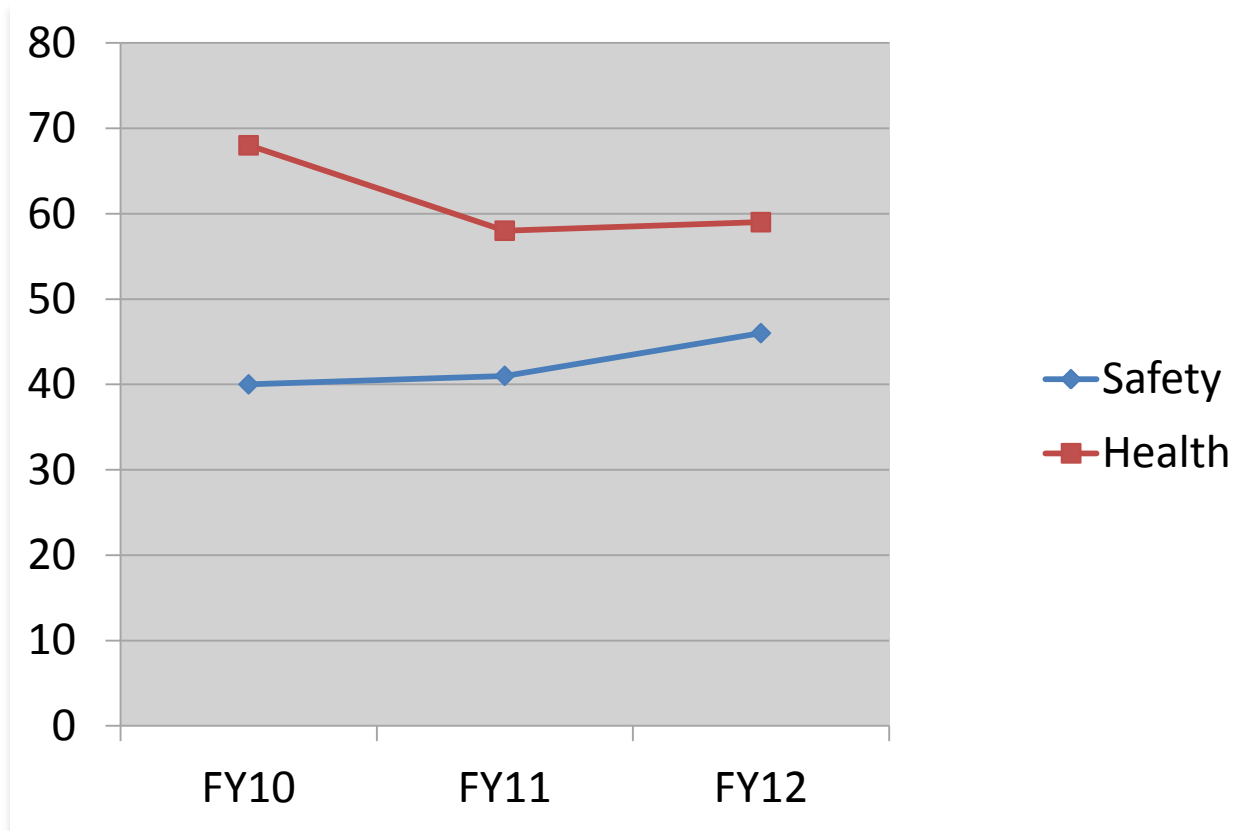
Senior staff meets with its managers to develop budgets, identify funding opportunities and review revenue streams. Requests for additional funds are made through the state budgeting process and through federal grant submissions.

## **CATEGORY 7 - RESULTS**

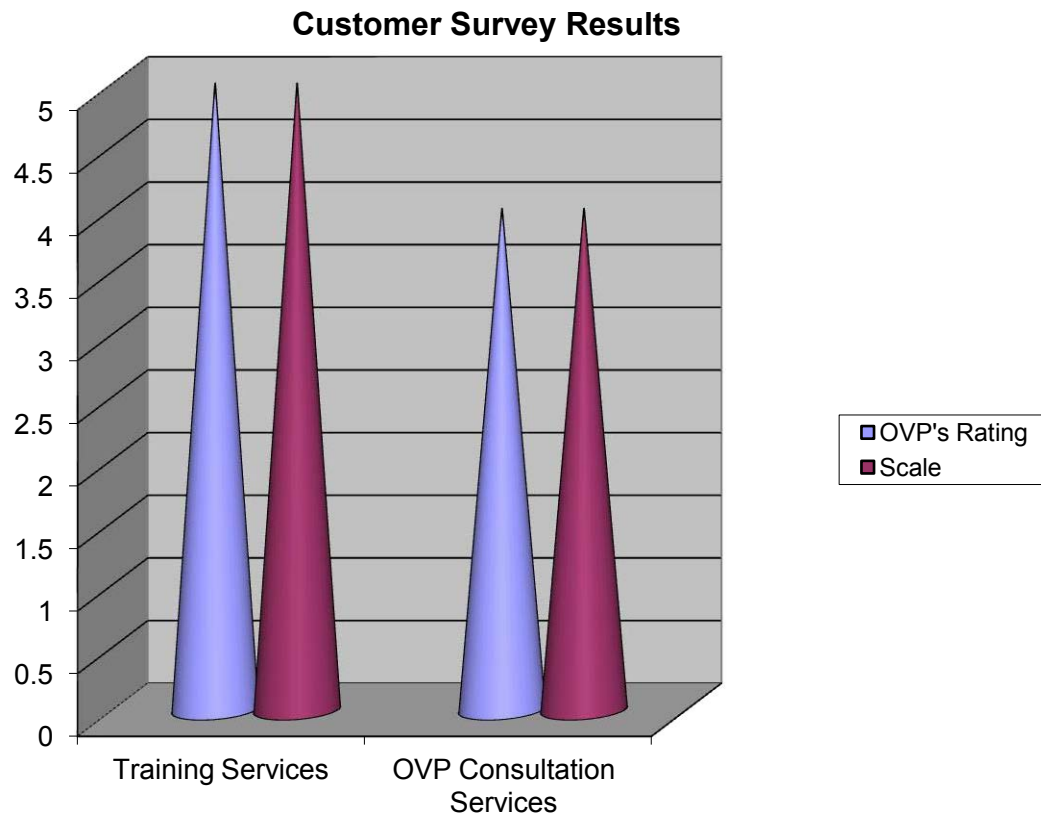
### **Customer Satisfaction**

	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
\$\$ Saved in OSHA fines by businesses achieving compliance	1.7M	1.4M	1.5M
Approved Palmetto Star sites	45	44	41
Initiate workplace fatality investigation within one day	100%	100%	100%

**CHART 1.1**                      **Citation Processing Times**



**CHART 1.2 Customer Survey Results**



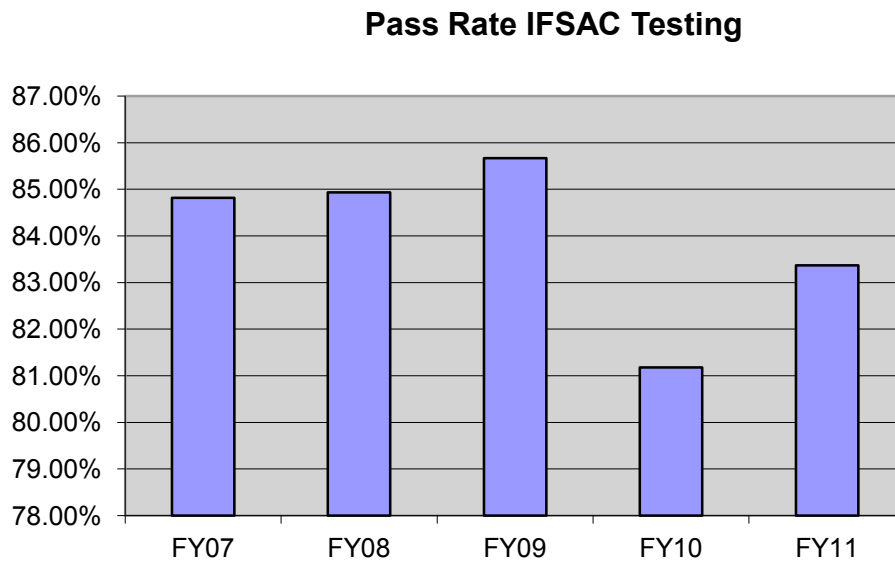
**IFSAC Testing Information**

	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
IFASC Tested	2,105	3,032	3,551
IFSAC Passed	1,709	2,470	2,782
Pass Rate:	81.18%	83.37%	78.34%

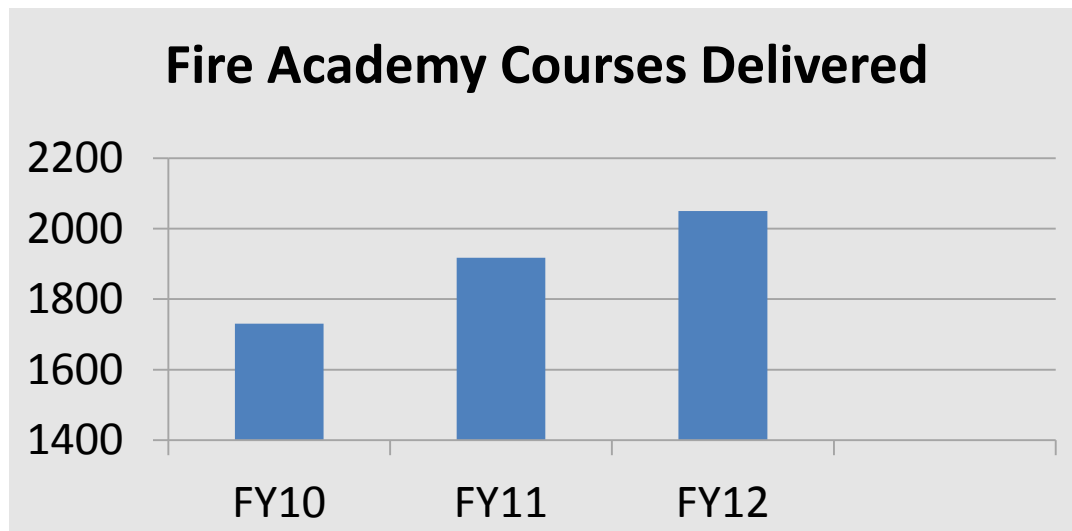
**Fire Academy**

	<u><b>FY10</b></u>	<u><b>FY11</b></u>	<u><b>FY12</b></u>
Total Programs Delivered	1,730	1,917	2,050
Total Students Trained	24,266	24,061	23,949

**Chart 1.3 Pass Rate IFSAC Testing**



**Chart 1.4 Fire Academy Courses Delivered**



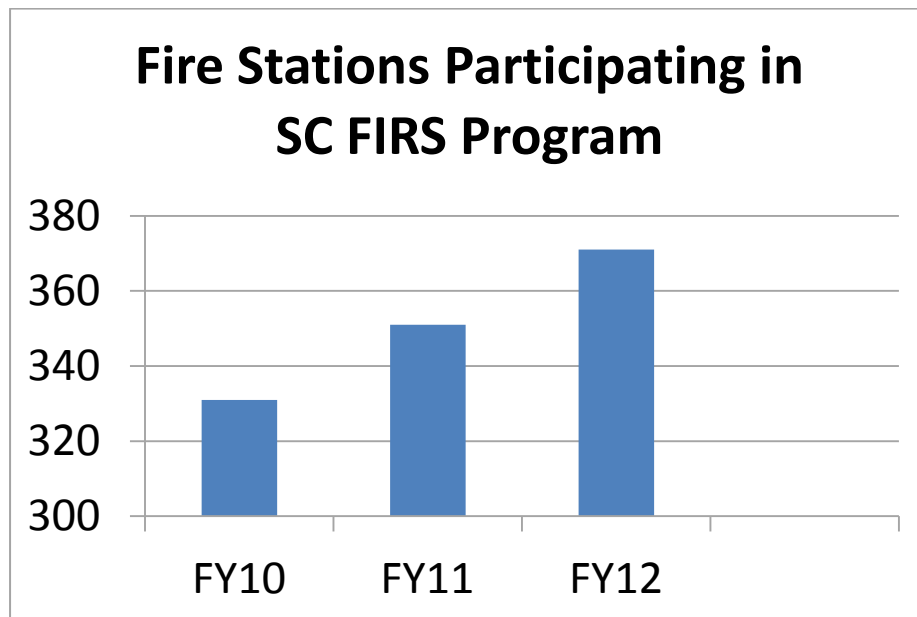
**Mission Accomplishment**

<b>Calendar Year</b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>
SC injury and illness rate (Private Sector) (National average was 5.3)	3.1	3.2	3.1
	<b><u>FY10</u></b>	<b><u>FY11</u></b>	<b><u>FY12</u></b>
Total hazards corrected - OVP	4,675	5,300	4,767
Elevator fatalities	0	0	0
Amusement ride fatalities	0	1	0
Bungee jump fatalities	0	0	0
Violations cited – wage related	1,566	2,613	1,117
Violations cited – child labor	8	10	19
Number of POL licensees	368,777	384,018	398,248
OSHA inspections	1,796	1,694	1,275
OSHA fatality inspections	17	19	25
Wage claim complaints investigated	880	969	983
Child Labor complaints investigated	8	30	21
Wage and Child Labor penalties assessed	\$27,665	\$127,465	\$118,250
Elevators inspected	7,571	6,815	8,968
Elevators registered	11,402	11,682	11,902
Amusement rides inspected	615	577	761
Amusement ride permits issued	613	555	712
Bungee jumps inspected	0	0	0
Bungee jumps permitted	1	0	0
Inspections per Deputy State Fire Marshal	1,083	904	970
Inspections completed by Deputy State Fire Marshals	16,239	14,468	14,459

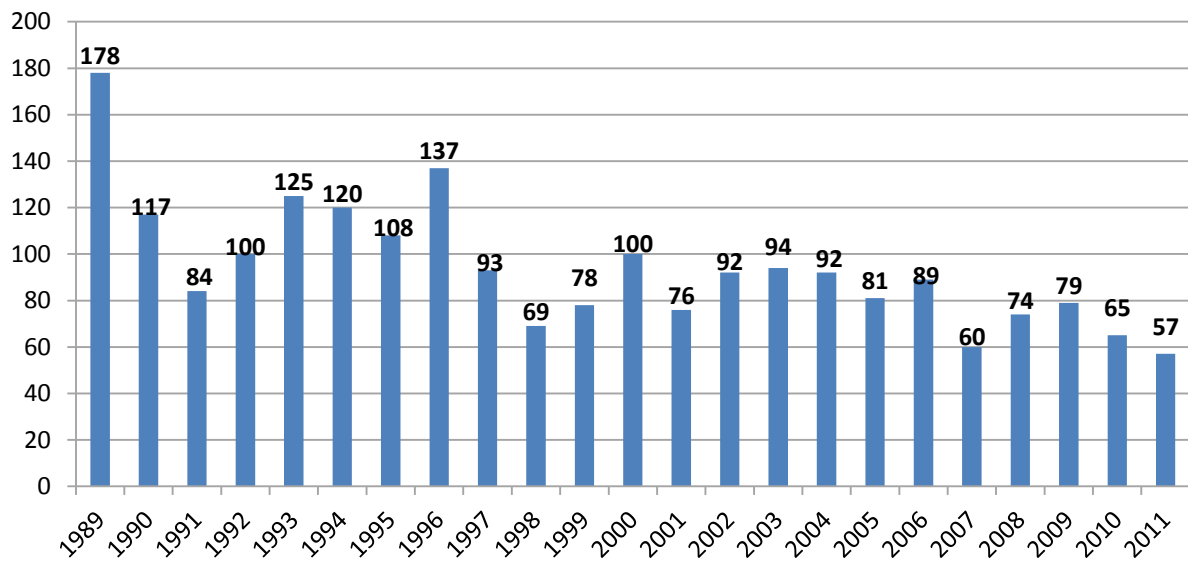
Students receiving Fire Marshal Certification	72	39	42
Building plans reviewed by Office of State Fire Marshal	852	1,026	838

**CHART 2.1**

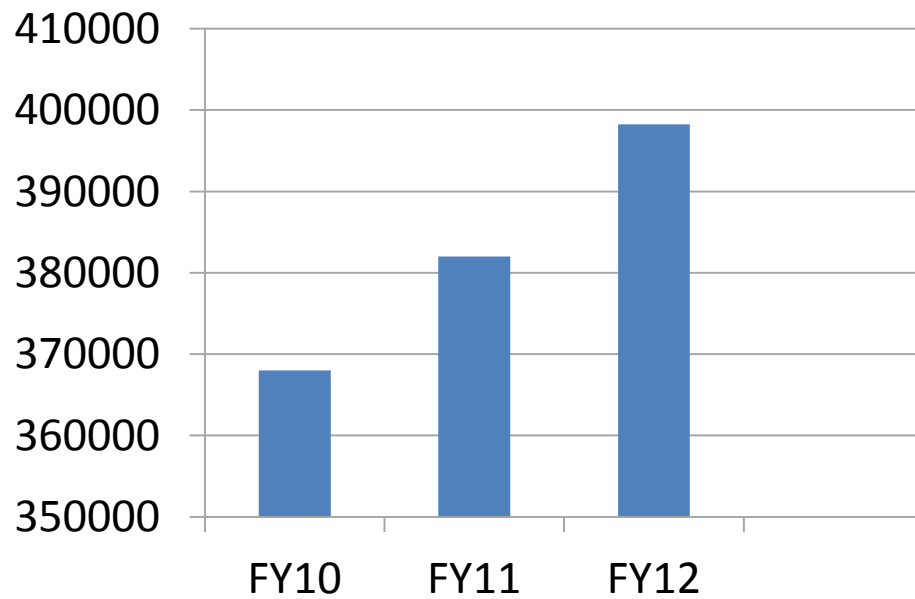
**Fire Stations Participating in SC FIRS Program**



**CHART 2.2 SC Fire Death Incidents 1989-2011 Calendar Years**

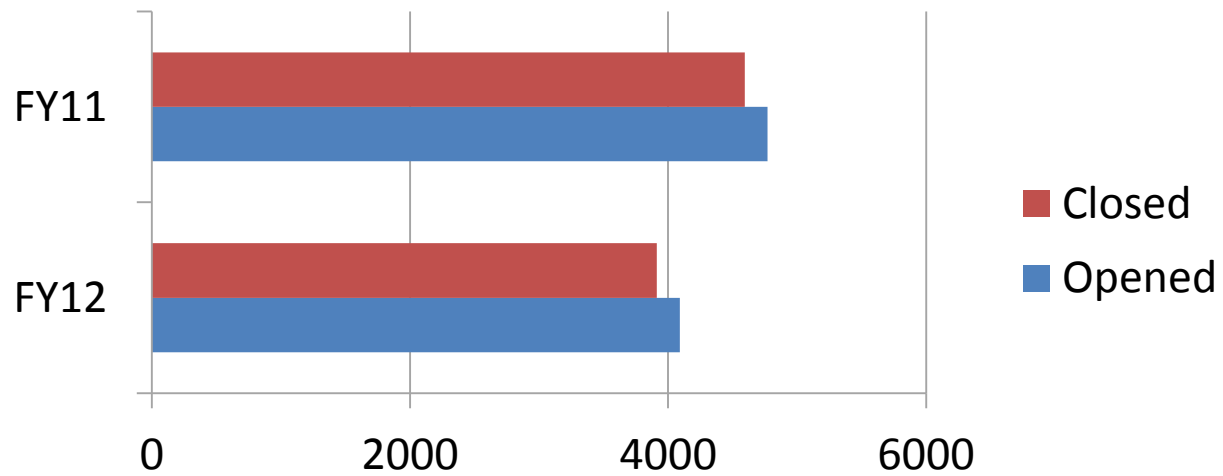


**CHART 2.3 Number of POL Licensees**





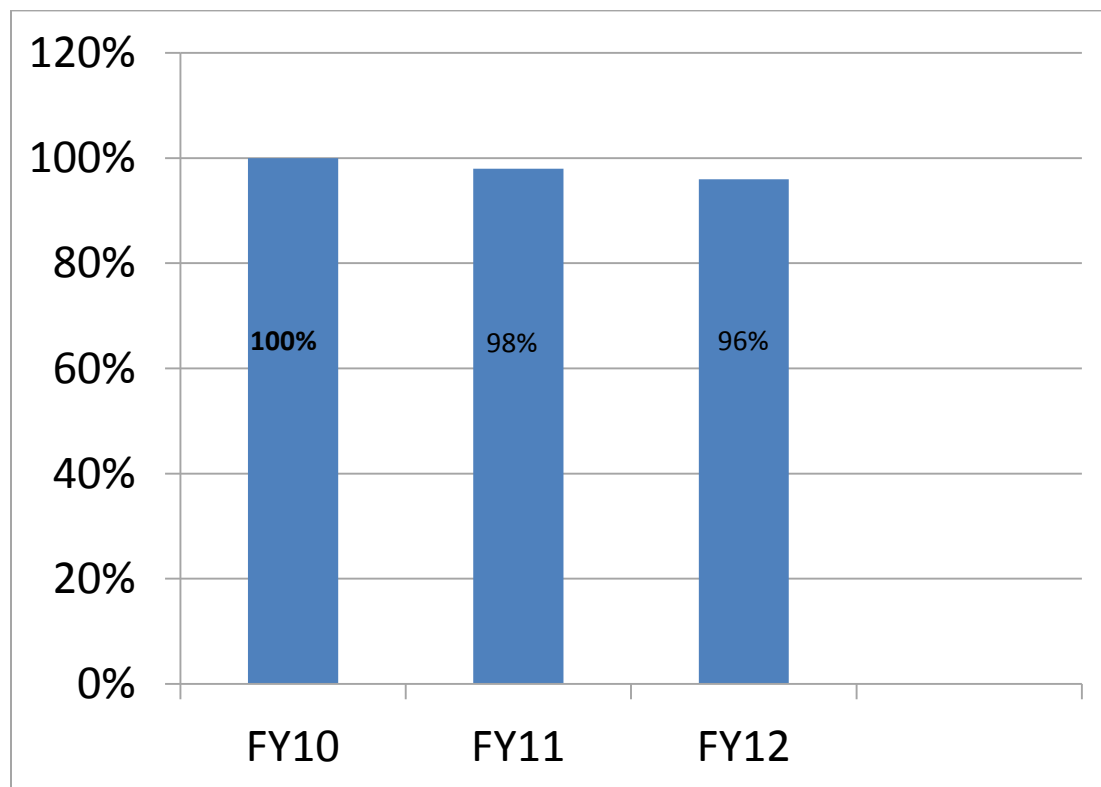
**Chart 2.4 Cases Closed – Office of Investigations and Enforcement**



**Employee Satisfaction**

**Chart 3.1**

**% of EPMSs Completed on Time**



	<u>FY11</u>	<u>FY12</u>
Employee Turnover Rate	23.74%	20.9%

**Other Accomplishments/Initiatives:**

- Implementation of the Workforce Planning Needs Plan continued.
- Every employee's EPMS continues to be tied to the agency's strategic plan.
- Agency hosted an employee appreciation luncheon.

**Supplier/Contractor/Partner**

During the past year, LLR partnered with organizations in both the private and public sectors to promote a better understanding of the agency's mission and program goals and to enhance our identity. This included:

- Several employees served as task force and committee members for organizations such as CLEAR, the SC Chamber of Commerce, the American Society of Safety Engineers, NCARB and SC Minority Affairs Commission.
- LLR's OSHA Office of Voluntary Programs ended the partnership with BE&K/Turner, a joint venture for the construction of the Boeing site in North Charleston. OVP entered into the partnership in April 2010. BE&K/Turner achieved more than five million work hours without a lost workday injury or illness by the end of the partnership. Over the past year approximately 1,400 trade workers were on the Boeing Charleston Expansion site. This partnership allowed OSHA to provide safety training for employees that they will continue to use as they work on other jobs throughout the state. South Carolina OSHA's Office of Voluntary Programs is currently in negotiation on two additional construction projects for the coming year
- To provide fire and life safety programs for school and family audiences, the Division of Fire and Life Safety and EdVenture Children's Museum continue a successful partnership. This arrangement allows LLR to provide personnel and program support for Dalmatian Station (a fire safety exhibit) within EdVenture.

New initiatives to expand the scope of Community Risk Reduction efforts are being developed. Partnerships with organizations such as Safekids, South Carolina Injury Free Coalition, the South Carolina EMS PIER Team and others are actively being sought.

### **Regulatory and Legal Compliance and Citizenship**

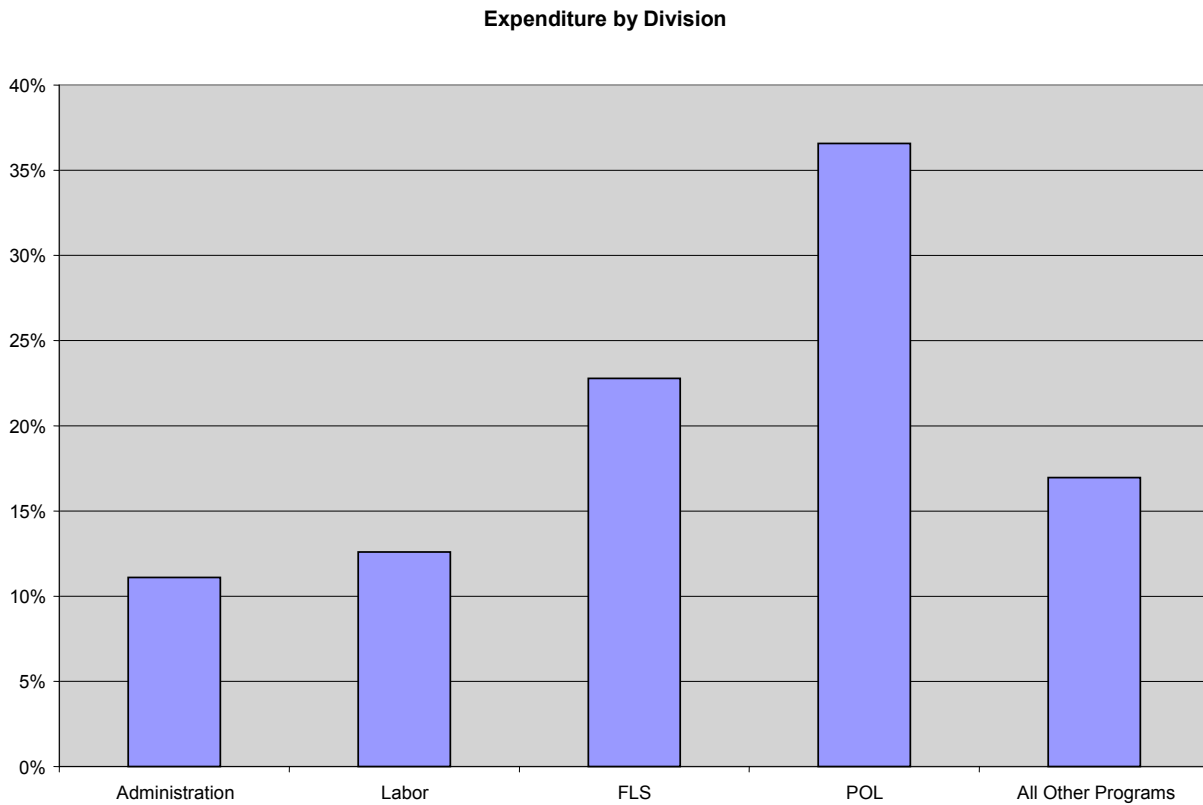
- Audits have been conducted by both state and federal entities for compliance with state and federal laws, mandates and regulations. No major audit findings or defects have been reported.
- Our employees have adopted the first graders at E. E. Taylor Elementary School. This year we sponsored performances at the Koger Center and the Marionette Theatre. The committee in charge of these activities raises monies to support their efforts through employee fish-fry, book and bake sales. Monetary support is also provided to LLR employees and their families during crisis situations. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer and American Cancer Society's Relay for Life. The agency also hosts an annual food drive for Harvest Hope Food Bank.

### **Financial Performance**

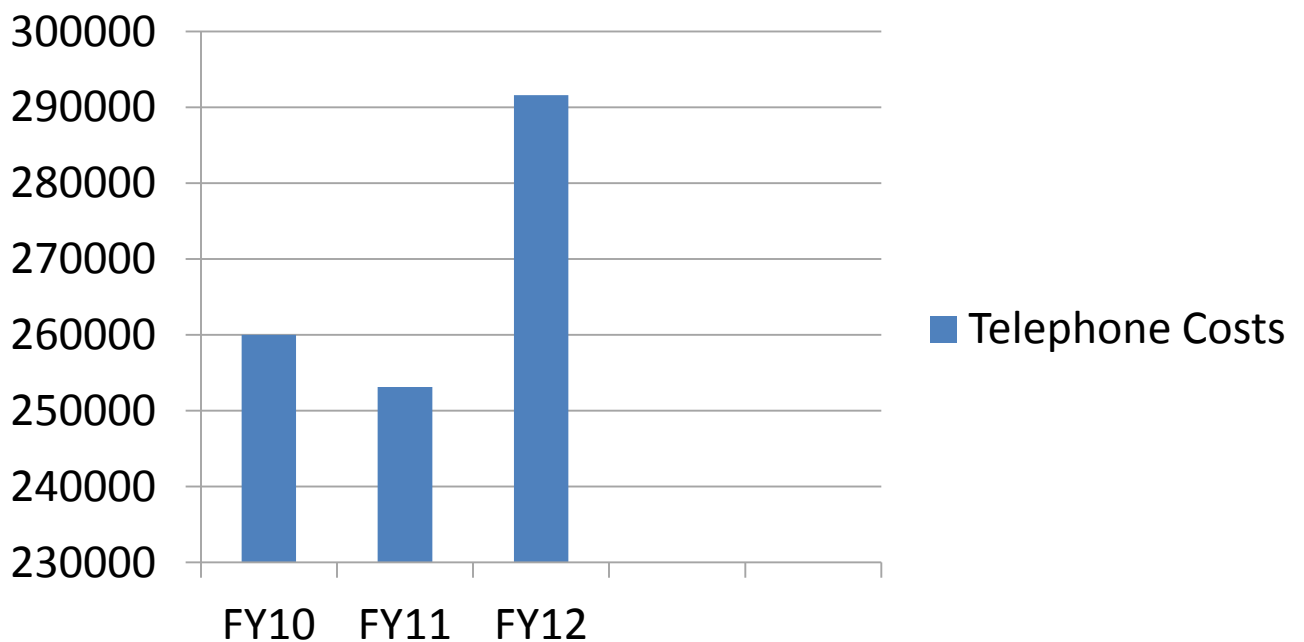
- Many innovative measures were continued in FY12; such as emailing of board minutes and board hearing paperwork, the elimination of renewal notices to licensees and the use of an agency motor vehicle pool. As a result, LLR's operating expenditures continue to decrease. LLR also increased the number of agency publications available on-line thus reducing printing and mailing costs and also making the information more readily available to the public. These publications include newsletters, brochures, law books and workplace posters.

<u>Category</u>	<u>FY11 Expenditures</u>	<u>FY12 Expenditures</u>	<u>% Decrease</u>
Telephone	\$253,140	\$ 291,594	NA
Printing	\$233,140	\$61,132	74%
Postage	\$306,728	\$292,560	5%

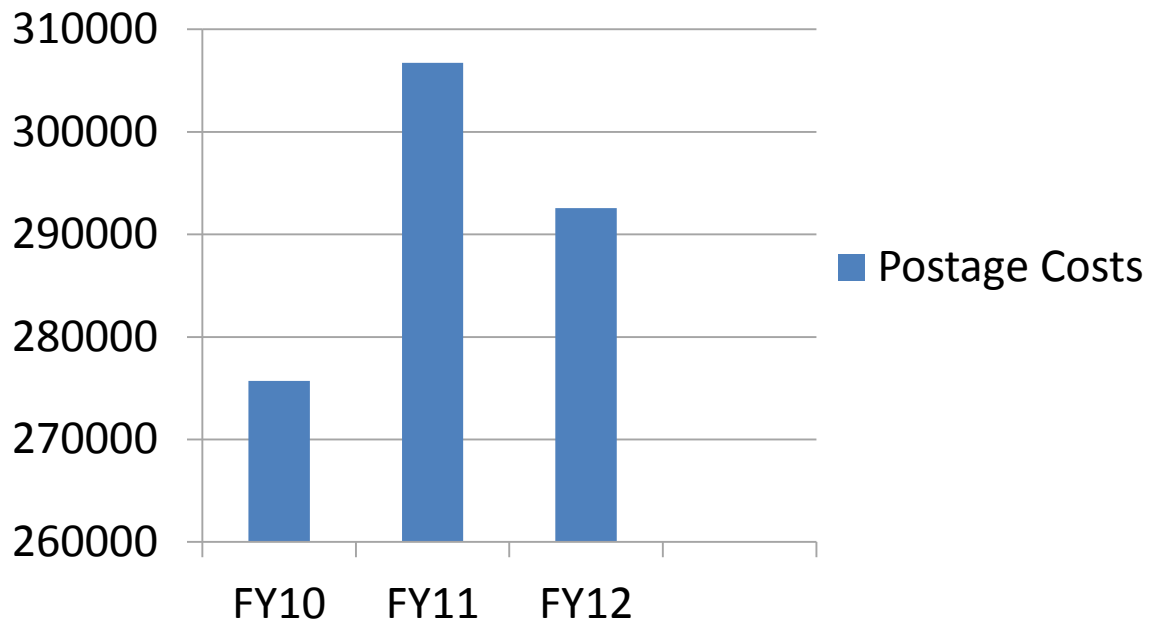
**Chart 6.1 Expenditures by Division**



**Chart 6.2 Telephone Costs**



**Chart 6.3 Postage Costs**



**Chart 6.4 Printing Costs**

